

FOR OFFICIAL USE ONLY



# Organizational Climate Survey (DEOCS) Report

Organization: Coast Guard FY06

Commander/Director: COMMANDER

Admin Number: CGFY06

Thursday, April 24, 2008

Defense Equal Opportunity Management Institute  
Directorate of Research  
Patrick AFB, FL

FOR OFFICIAL USE ONLY  
Commander/Director Eyes Only



MEMORANDUM FOR COMMANDING OFFICER

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the DEOMI Organizational Climate Survey (DEOCS). You have completed an important step toward improving the human relations climate in your organization. Your decision to conduct the survey shows the members of your organization that you value their input on important human readiness issues. The survey is only the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is best used to help you address organizational issues constructively.

We recommend the DEOCS be used in conjunction with other assessments in an overall ASSESS - PLAN - IMPLEMENT - EVALUATE strategy of organizational development. In this report, and at our website (<https://www.deomi.org>), you will find information about interpreting the survey results. We recommend you read it through before you look at your results so you will have a better understanding of your feedback package. We would also appreciate your feedback using the feedback opportunity provided.

The report provided to you by the Defense Equal Opportunity Management Institute (DEOMI) is supported by a staff of highly qualified people to assist you in tailoring training programs, action planning, or problem solving to meet the needs of your command. If you or your staff need assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/1590 or commercial (321) 494-2675/1590 . We are looking forward to the opportunity to work with your command.

Commandant  
DEOMI

# TABLE OF CONTENTS

	Page
<b>I. Introduction: How to Interpret Your DEOCS Report</b>	<b>4</b>
<b>II. Report for Coast Guard FY06</b>	
<b>Demographic Breakout</b>	<b>9</b>
<b>Perceptions of Discrimination and the Complaint Process</b>	<b>12</b>
<b>Overall Unit Summary</b>	<b>13</b>
<b>Overall Disparity Indexes (DI)</b>	<b>16</b>
<b>Subgroup Factor Comparisons</b>	<b>18</b>
<b>III. Conclusion</b>	<b>36</b>

# I. INTRODUCTION: HOW TO INTERPRET YOUR DEOCS REPORT

## MAKING DEOCS RESULTS WORK FOR YOU

### Four Steps in Using DEOCS

1. Share the results with your organization
2. Validate the results through other sources
3. Establish an action team
4. Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.
2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.
3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

#### **INTERPRETING THE DEOCS REPORT**

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. **Look at the demographic breakdown. (Page 9)**
2. **Examine perceptions of discrimination and the complaint process. (Page 12)**
3. **Review the overall unit summary. (Page 13)**
4. **Examine the overall disparity indexes. (Page 16)**
5. **Use subgroup factor comparison to understand the disparities. (Page 18)**
6. **Review locally developed questions and written comments from respondents, if any. (Starting on Page 37)**
7. **Set action team goals based on the results.**

1. ***LOOK AT THE DEMOGRAPHIC BREAKOUT*** of who responded to the survey within your unit. Remember, a computer program, based on the information contained on the scan sheets your people completed, constructs the charts. If someone failed to provide the information, or if for some other reason (e.g., stray pencil marks, etc.) the computer couldn't interpret the response, it will be listed as a missing case. Sometimes people code incorrect information, either by design or accidentally. In our experience, the percentage of miscoding is not sufficient to invalidate the subgroup comparisons we conduct. The report is broken out by the same categories for which we later provide comparisons within your unit: minority/majority, men/women, officers/enlisted, junior enlisted (through E-5)/senior enlisted, junior officers (through O-3)/senior officers, and military members/Federal civilians. If you do not receive information on each comparison it may be because a category had too few respondents.
2. ***EXAMINE PERCEPTIONS OF DISCRIMINATION AND THE COMPLAINT PROCESS*** for the perceptions of unit members related to perceived discrimination within the unit. Included within this is whether the unit member reported the incident to someone within the organization and if so, the member's level of satisfaction with the resolution of the issue or incident.
3. ***REVIEW THE OVERALL UNIT SUMMARY*** results; this shows you your unit's scores on the survey scales compared to the DEOMI database for your Service and for all Services. It also gives a verbal description, based on the actual survey response scales, of what your unit's overall scores mean. (For an in-depth description of the 14-factor scales, of the DEOCS, go to Survey - "What is MEOCS/DEOCS?" on our website.) In the overall unit summary, you'll find a series of bar graphs reflecting the same overall data comparisons. (Sometimes a picture is worth a thousand words.) Of course, the overall scores are heavily influenced by the type of people that represent your unit. For example, if you have mostly white males, the overall score may be very high, and yet you may still have significant equal opportunity problems. For that reason, we compare various important subgroups in your unit, to see how minority members feel as contrasted to majority members, how women answer as compared to men, etc. If you have big differences in viewpoints between subgroups, you may want to find out why.
4. ***EXAMINE THE OVERALL DISPARITY INDEXES*** for an overall summary of the average differences in viewpoints between the compared subgroups across all the climate scales. Take a look at the results. The greater the disparity score (i.e., the longer the bar and the higher the number), the more divergent the viewpoints; the more divergent the viewpoints, the greater the chances for conflict between the groups and the lower the morale for at least one of the compared groups. Any action plan you develop should probably focus on the subgroup differences first, and in order of the magnitude of the disparities. For example, if the disparity index between minority and majority is .54 (see the sample chart below), the chart indicates a "moderately high" level of disparity. If this is your largest disparity, focus first on minority-majority issues.

\*\*\*\*\* YOUR UNIT: Minority versus Majority \*\*\*\*\*

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI:

0.540

SAMPLE DISPARITY INDEX

5. **USE SUBGROUP FACTOR COMPARISONS TO UNDERSTAND THE**

**DISPARITIES** and to determine what specific factors contribute to the overall disparity in viewpoint of the subgroups. In the previous example, we found a disparity index of .54 for minority and majority members. The chart indicated that this disparity is "moderately high." In the subgroup comparisons (see the sample chart below) for the majority/minority members, we found a potentially meaningful difference between the two groups on several of the DEOCS factor scales. One of the highest differences was on "Positive EO Behavior." The majority score (4.22) was much higher than the minority score (2.93). Since a higher score on a DEOCS factor scale always means a perception of a better condition (this is not true for individual items on the survey), we see that the minority members perceive significantly more problems than the majority group members. Thus, there is a perception (at least) that the command structure does not do as well as it might in encouraging positive interaction between the races. This perception needs to be examined, validated (or not), and dealt with. Note that in the sample unit, the minority/majority difference on "Perceived Work Group Effectiveness" was not labeled as "potentially meaningful." This means that the difference may have been the result of sampling fluctuations and should not be considered significant unless you validate it through other findings (interviews, etc.).

Positive EO Behavior

(\*\*\* POTENTIALLY MEANINGFUL DIFFERENCE \*\*\*)

MINORITY



MAJORITY

HIGHER IS BETTER

Disparity  
Index

0.650

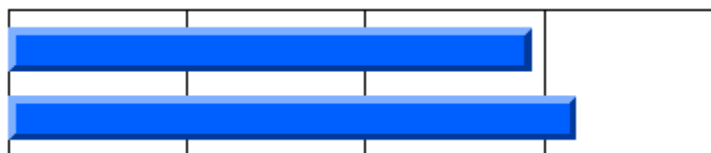
Average

2.93

4.22

Perceived Work Group Effectiveness

MINORITY



MAJORITY

HIGHER IS BETTER

0.210

3.93

4.18

SAMPLE DISPARITY INDEX

6. **REVIEW WRITTEN COMMENTS** (if any). Written comments help by providing examples of issues identified by the quantitative results.
7. **SET ACTION TEAM GOALS BASED ON THE RESULTS** identified in the disparity indexes, subgroup comparisons, perception of the complaint process, any locally developed items and written comments. We provide aids for establishing an active plan with a series of recommended resources and actions at our website. Once at the DEOMI website, just click on Survey and navigate your way through the available resources and recommendations. However, your action teams should not be limited by these recommendations. Certainly your equal opportunity staff should be involved. You may even want to request a Senior Leader Training Team from DEOMI (you must provide funding for the team's travel expenses) to help provide training for your senior leaders. The important thing is not the technique you use, but rather that you take positive action to demonstrate your commitment to solving problems and creating a better human relations climate within the unit.

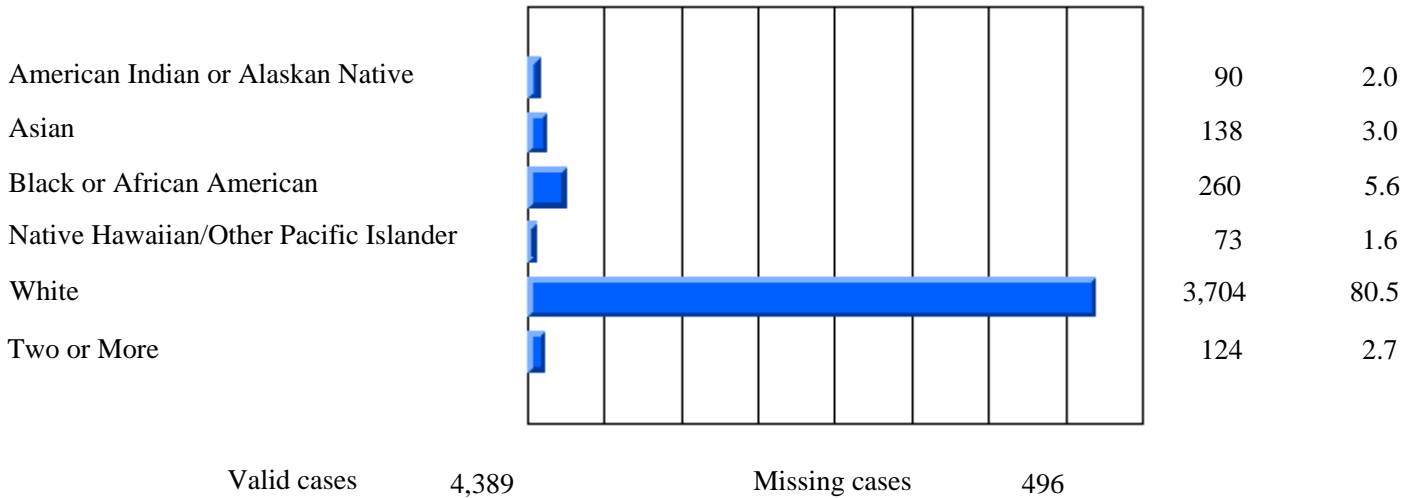


## II. REPORT FOR COAST GUARD FY06

### DEMOGRAPHIC BREAKOUT

#### MINORITY vs MAJORITY

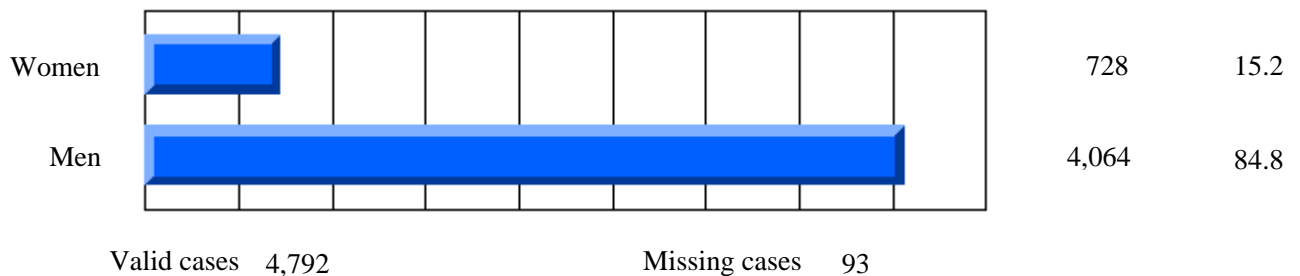
Frequency Percent

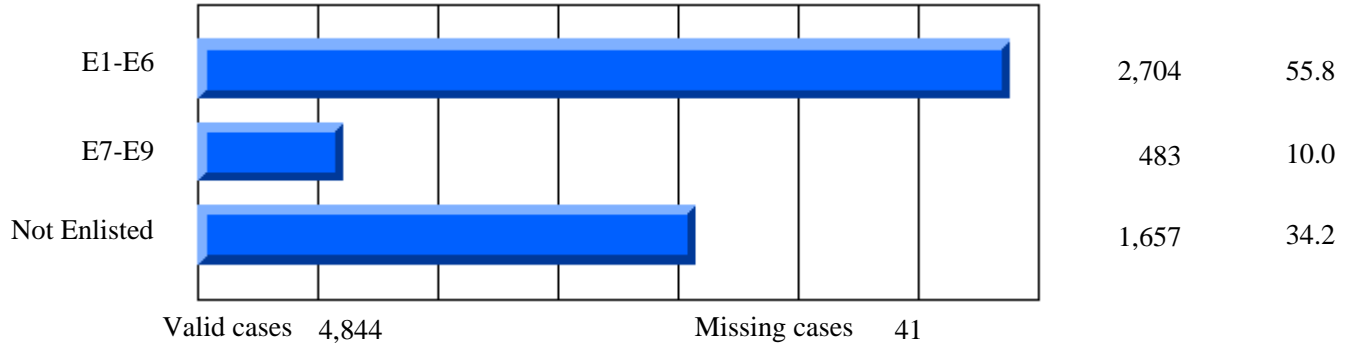
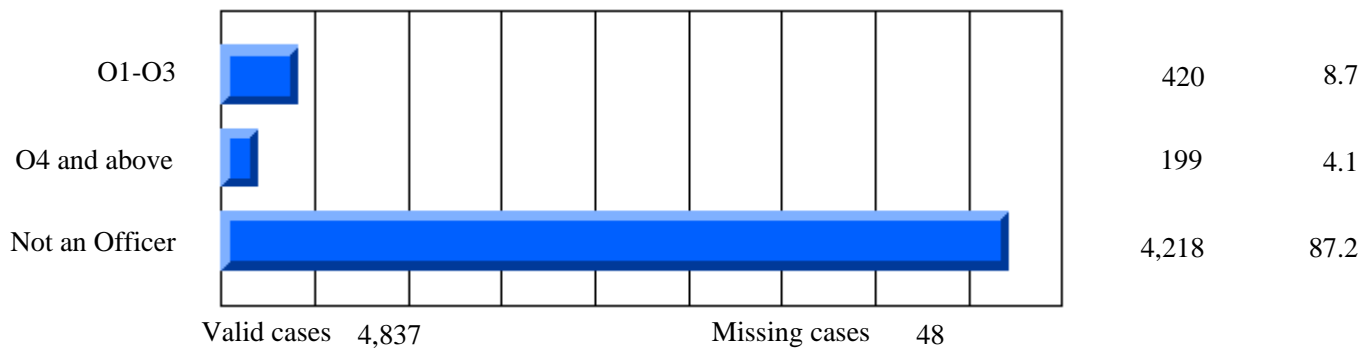
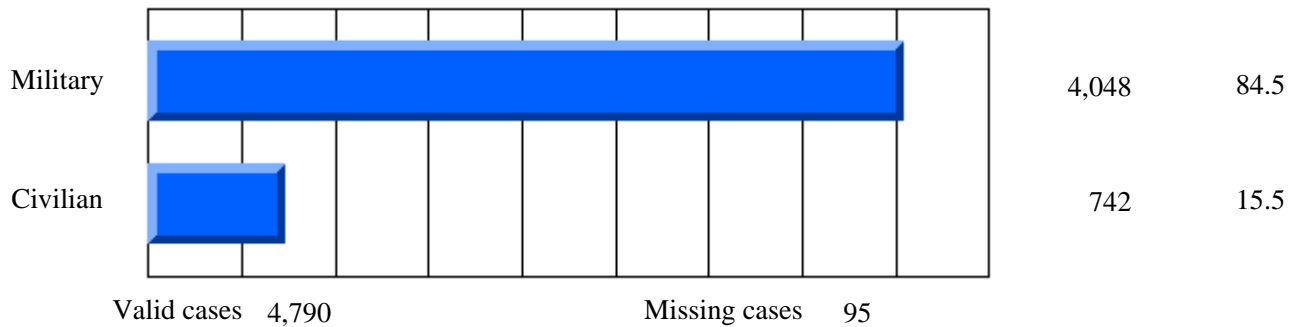


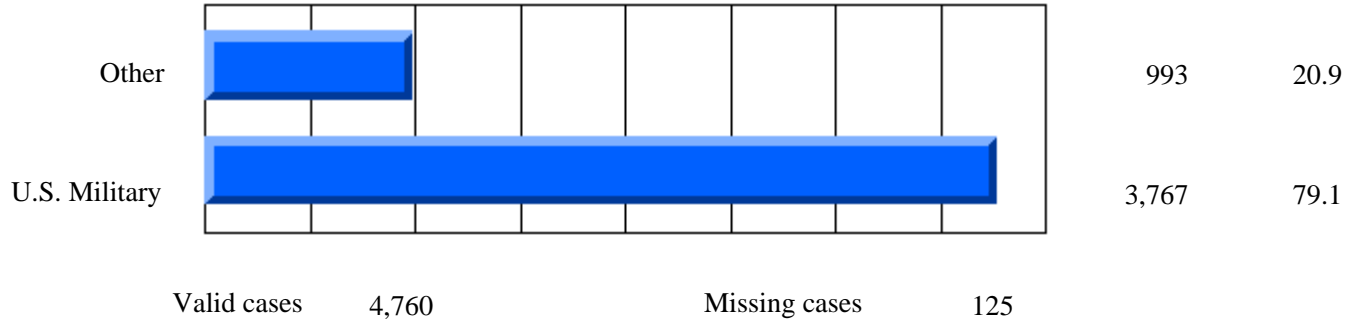
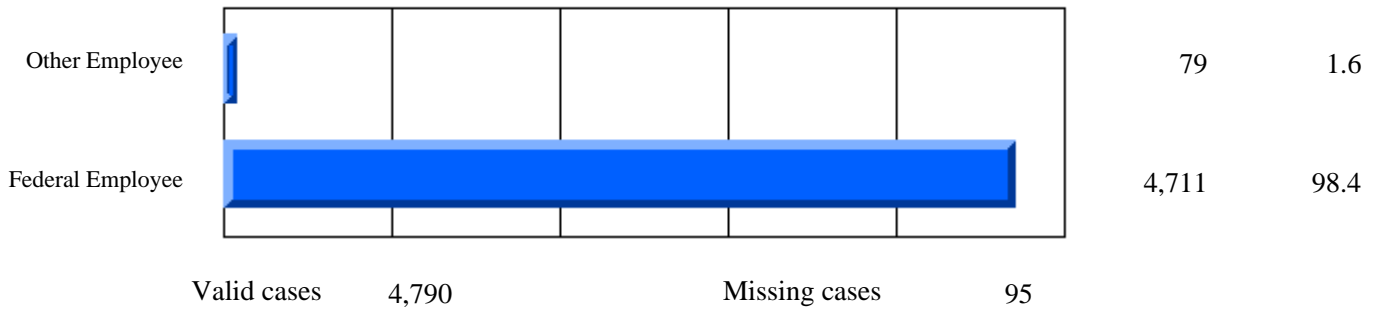
#### HISPANIC DECLARATION



#### GENDER

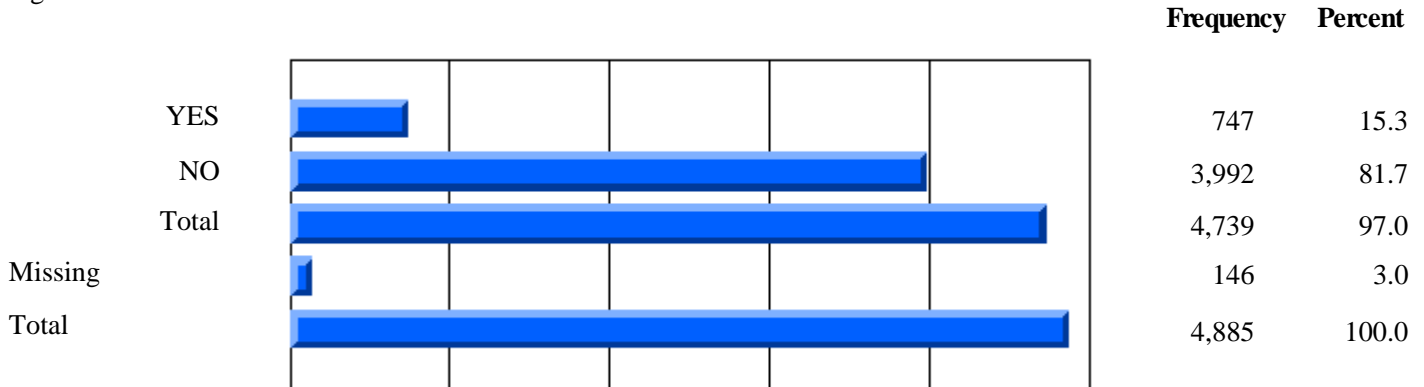


**OFFICER vs ENLISTED****Frequency    Percent****JUNIOR vs SENIOR ENLISTED****JUNIOR vs SENIOR OFFICER****MILITARY vs CIVILIAN**

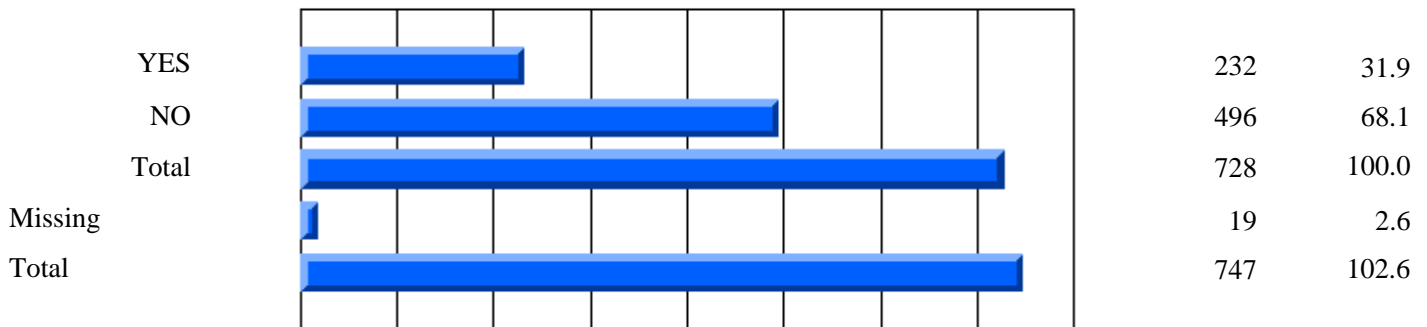
**JUNIOR vs SENIOR CIVILIAN****Frequency    Percent****OTHER vs U.S. MILITARY****OTHER EMPLOYEE vs FEDERAL EMPLOYEE**

## PERCEPTIONS OF DISCRIMINATION AND THE COMPLAINT PROCESS

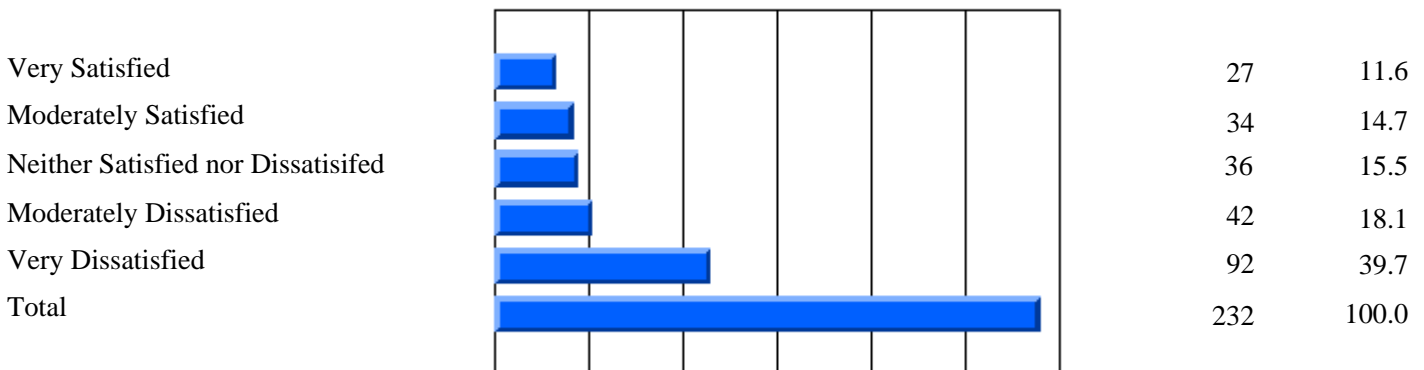
Within the past 12 months, I have personally experienced an incident of discrimination (racial, sexual, or sexual harassment, age, disability, religion, national origin, or color) from military or civilian members of my organization.



Did you report the incident to someone in your organization?



How satisfied are you with how your issue was (or is being) resolved?



## OVERALL UNIT SUMMARY

Below you will find the overall unit summary information sorted by the greatest difference between your unit and your service. It is ultimately your decision which areas take priority.

### Age Discrimination

**Average**

ALL SERVICES

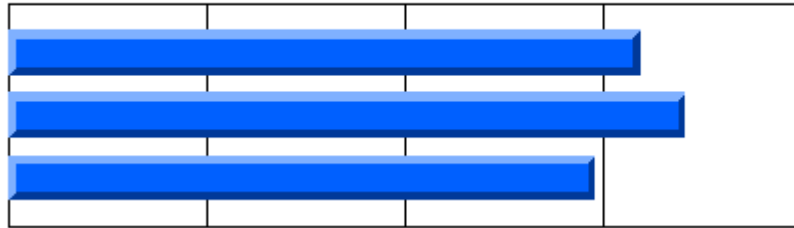
4.19

COAST GUARD

4.41

Coast Guard FY06

3.96



Your units score implies: Small chance of occurring

### Disability Discrimination

**Average**

ALL SERVICES

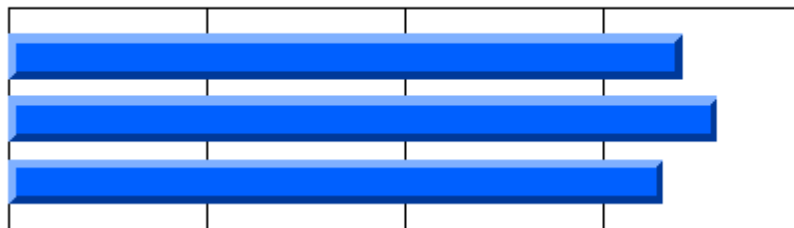
4.40

COAST GUARD

4.57

Coast Guard FY06

4.30



Your units score implies: Very little chance of occurring

### Trust in the Organization

**Average**

ALL SERVICES

3.46

COAST GUARD

3.68

Coast Guard FY06

3.64



Your units score implies: Somewhat positive rating

### Sexual Harassment / Discrimination

**Average**

ALL SERVICES

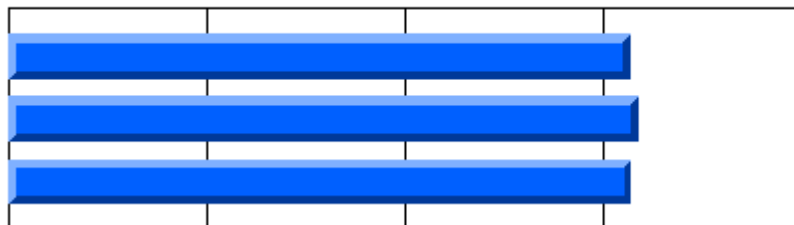
4.14

COAST GUARD

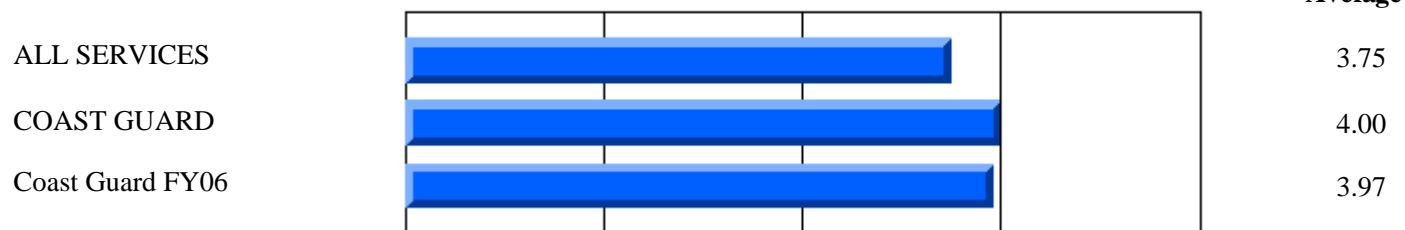
4.18

Coast Guard FY06

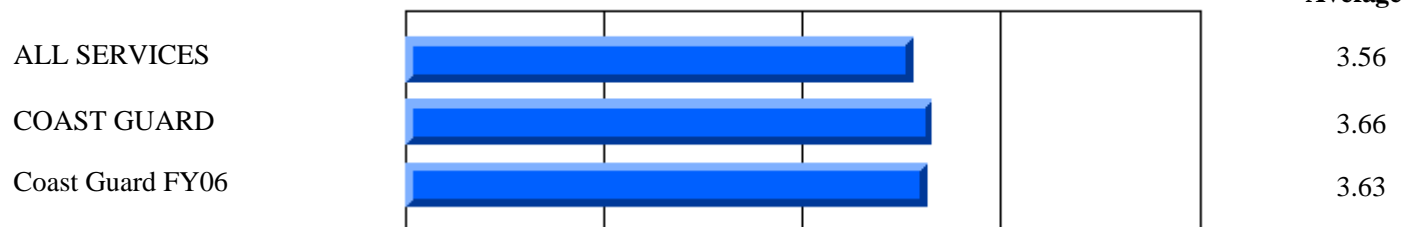
4.14



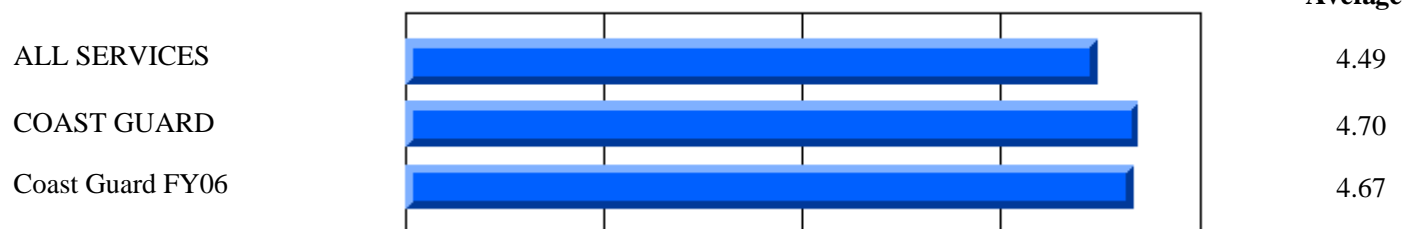
Your units score implies: Small chance of occurring

**Overall EO Climate**

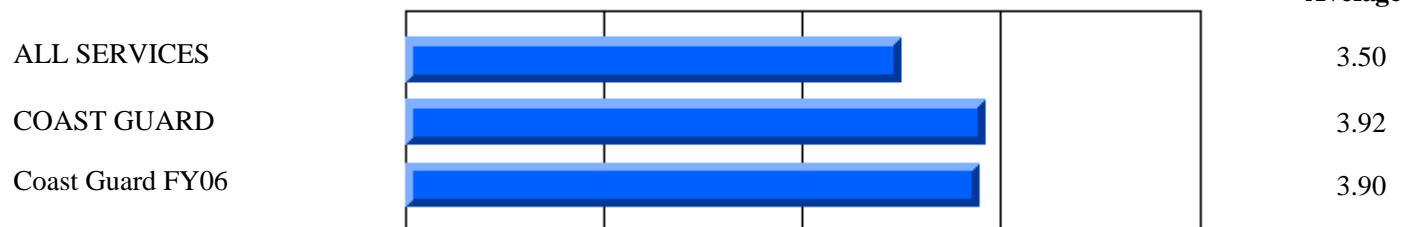
Your units score implies: Good

**Leadership Cohesion**

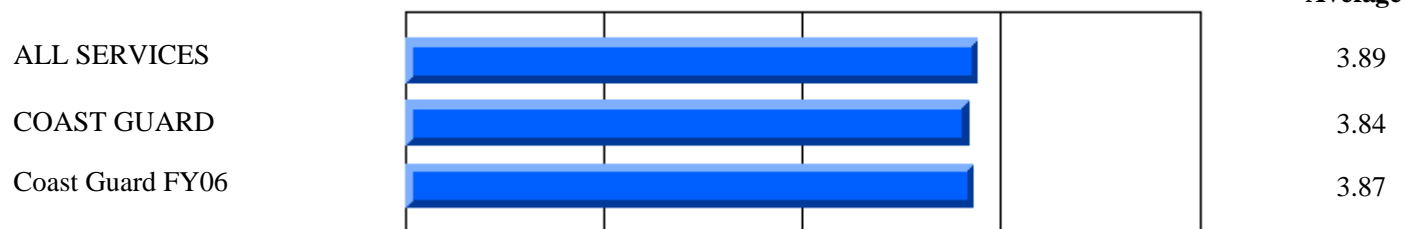
Your units score implies: Somewhat positive rating

**Differential Command Behavior toward Minorities**

Your units score implies: Very little chance of occurring

**Organizational Commitment**

Your units score implies: Fairly positive rating

**Racist Behaviors**

Your units score implies: Small chance of occurring

**Positive EO Behaviors****Average**

ALL SERVICES

4.03

COAST GUARD

4.13

Coast Guard FY06

4.12

Your units score implies: Fairly high chance of occurring

**Work Group Cohesion****Average**

ALL SERVICES

3.99

COAST GUARD

4.12

Coast Guard FY06

4.13

Your units score implies: Fairly positive rating

**Work Group Effectiveness****Average**

ALL SERVICES

4.16

COAST GUARD

4.33

Coast Guard FY06

4.32

Your units score implies: Very positive rating

**Religious Discrimination****Average**

ALL SERVICES

4.44

COAST GUARD

4.49

Coast Guard FY06

4.49

Your units score implies: Very little chance of occurring

**Job Satisfaction****Average**

ALL SERVICES

3.88

COAST GUARD

4.01

Coast Guard FY06

4.01

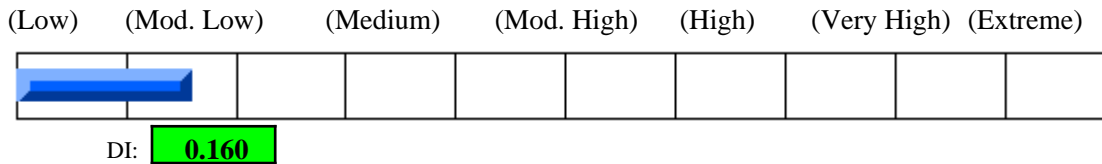
Your units score implies: Moderately satisfied

## OVERALL DISPARITY INDEXES (DI)

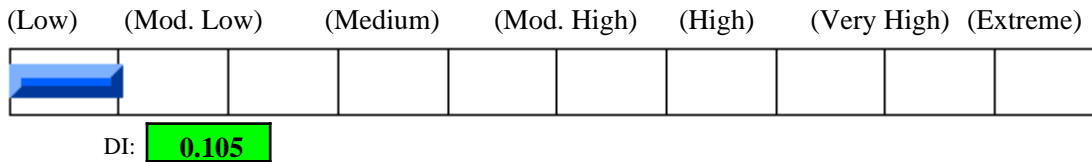
The Disparity Index (DI) estimates the potential for organizational conflict based on equal opportunity and organizational perceptions that differ between subgroups in the unit. The higher the index, the greater the discrepancy in viewpoint. Sociological research and theory indicate such differences may lead to conflict. The description LOW, MEDIUM, HIGH, etc. are based on typical values within the DEOMI database. The DIs are presented as another aid in decision-making and should not be considered direct predictors of either conflict or harmony. If you have a medium or higher DI, we suggest you check the factor scores comparisons (next several pages) for the involved subgroups to find out where the perceptions differ, then plan follow-up actions accordingly.

Note: Disparities are analyzed only for subgroups having 5 or more respondents.

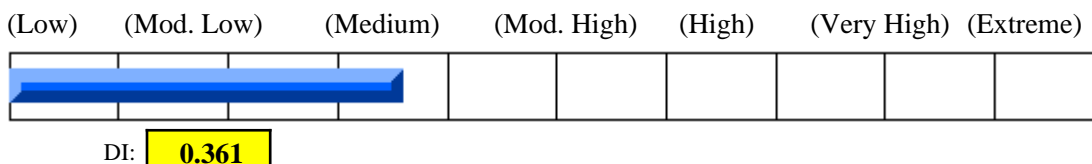
### \*\*\*\*\* YOUR UNIT: Minority versus Majority \*\*\*\*\*



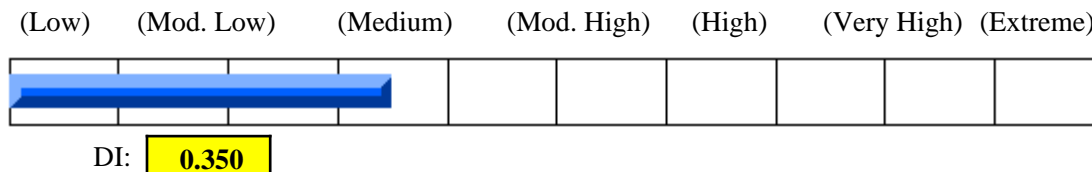
### \*\*\*\*\* YOUR UNIT: Women versus Men \*\*\*\*\*



### \*\*\*\*\* YOUR UNIT: Officer versus Enlisted \*\*\*\*\*



### \*\*\*\*\* YOUR UNIT: Junior Enlisted versus Senior Enlisted \*\*\*\*\*



Disparity Index:

**Low - Moderately Low = Green <0.30**

**High = Orange < 0.72**

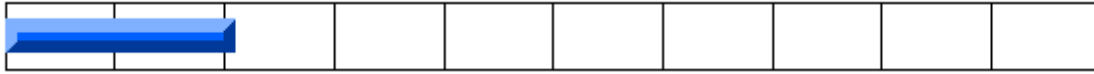
**Medium - Moderately High = Yellow < 0.51**

**Very High - Extreme = Red >= 0.72**



\*\*\*\*\* YOUR UNIT: Junior Officer versus Senior Officer \*\*\*\*\*

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: 0.210

\*\*\*\*\* YOUR UNIT: Military versus Civilian \*\*\*\*\*

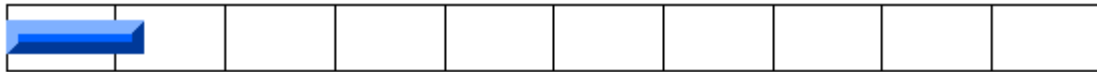
(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: 0.174

\*\*\*\*\* YOUR UNIT: Junior Civilian versus Senior Civilian \*\*\*\*\*

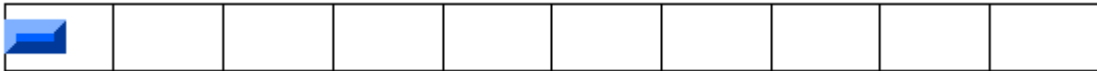
(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: 0.127

\*\*\*\*\* YOUR UNIT: Other versus U.S. Military \*\*\*\*\*

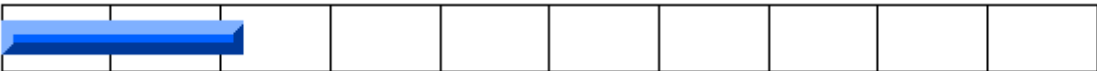
(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: 0.057

\*\*\*\*\* YOUR UNIT: Other Employee versus Federal Employee \*\*\*\*\*

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: 0.222

Disparity Index:

Low - Moderately Low = Green <0.30

High = Orange < 0.72

Medium - Moderately High = Yellow < 0.51

Very High - Extreme = Red >= 0.72

## SUBGROUP FACTOR COMPARISONS

\*\*\*\*\* Coast Guard FY06: Minority versus Majority \*\*\*\*\*

### Differential Command Behavior toward Minorities

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**0.427**

**Average**

4.46

4.75

### Racist Behaviors

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**0.355**

**Average**

3.58

3.97

### Overall EO Climate

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**0.316**

**Average**

3.74

4.06

### Religious Discrimination



HIGHER IS BETTER

**Disparity  
Index**

**0.188**

**Average**

4.39

4.53

### Organizational Commitment



HIGHER IS BETTER

**Disparity  
Index**

**0.175**

**Average**

3.80

3.95

### Sexual Harassment / Discrimination



HIGHER IS BETTER

**Disparity  
Index**

**0.171**

**Average**

4.04

4.18

### Work Group Cohesion



HIGHER IS BETTER

**Disparity  
Index**

**0.132**

**Average**

4.05

4.17

**Positive EO Behaviors**

HIGHER IS BETTER

**Disparity  
Index****0.128****Average****Disability Discrimination**

HIGHER IS BETTER

**Disparity  
Index****0.116****Average****Trust in the Organization**

HIGHER IS BETTER

**Disparity  
Index****0.109****Average****Work Group Effectiveness**

HIGHER IS BETTER

**Disparity  
Index****0.048****Average****Age Discrimination**

HIGHER IS BETTER

**Disparity  
Index****0.036****Average****Job Satisfaction**

HIGHER IS BETTER

**Disparity  
Index****0.018****Average****Leadership Cohesion**

HIGHER IS BETTER

**Disparity  
Index****0.017****Average**

**\*\*\*\*\* Coast Guard FY06: Women versus Men \*\*\*\*\***

**Overall EO Climate**

WOMEN  
MEN



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.290**

**Work Group Cohesion**

WOMEN  
MEN



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.200**

**Sexual Harassment / Discrimination**

WOMEN  
MEN



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.157**

**Differential Command Behavior toward Minorities**

WOMEN  
MEN



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.154**

**Racist Behaviors**

WOMEN  
MEN



HIGHER IS BETTER

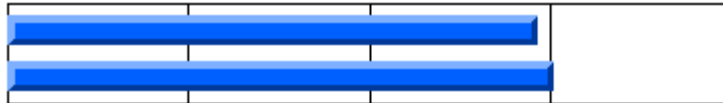
**Disparity  
Index**

**Average**

**0.142**

**Job Satisfaction**

WOMEN  
MEN



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.114**

**Trust in the Organization**

WOMEN  
MEN



HIGHER IS BETTER

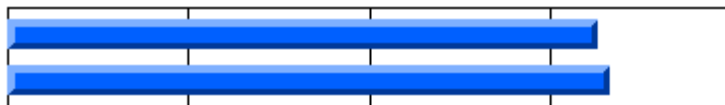
**Disparity  
Index**

**Average**

**0.081**

**Work Group Effectiveness****Disparity  
Index****Average**

WOMEN



MEN

HIGHER IS BETTER

**0.081**

4.27

4.33

**Organizational Commitment****Disparity  
Index****Average**

WOMEN



MEN

HIGHER IS BETTER

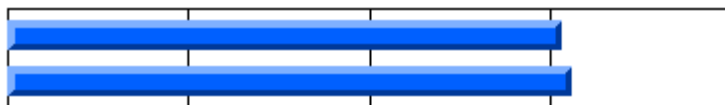
**0.076**

3.84

3.91

**Positive EO Behaviors****Disparity  
Index****Average**

WOMEN



MEN

HIGHER IS BETTER

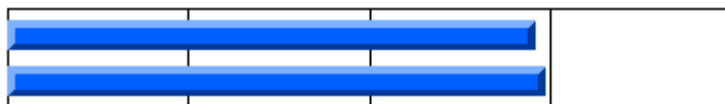
**0.057**

4.07

4.13

**Age Discrimination****Disparity  
Index****Average**

WOMEN



MEN

HIGHER IS BETTER

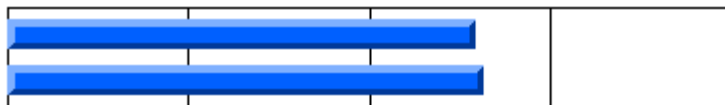
**0.048**

3.92

3.98

**Leadership Cohesion****Disparity  
Index****Average**

WOMEN



MEN

HIGHER IS BETTER

**0.041**

3.59

3.64

**Disability Discrimination****Disparity  
Index****Average**

WOMEN



MEN

HIGHER IS BETTER

**0.013**

4.29

4.31

**Religious Discrimination****Disparity  
Index****Average**

WOMEN



MEN

HIGHER IS BETTER

**0.011**

4.48

4.49

**\*\*\*\*\* Coast Guard FY06: Officers versus Enlisted \*\*\*\*\***

**Organizational Commitment**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.623**

**Racist Behaviors**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.533**

**Trust in the Organization**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.523**

**Work Group Cohesion**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.394**

**Overall EO Climate**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.392**

**Sexual Harassment / Discrimination**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.334**

**Leadership Cohesion**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.319**

**Job Satisfaction**

HIGHER IS BETTER

**Disparity  
Index****Average****0.299****Work Group Effectiveness**

HIGHER IS BETTER

**Disparity  
Index****Average****0.272****Differential Command Behavior toward Minorities**

HIGHER IS BETTER

**Disparity  
Index****Average****0.229****Positive EO Behaviors**

HIGHER IS BETTER

**Disparity  
Index****Average****0.218****Religious Discrimination**

HIGHER IS BETTER

**Disparity  
Index****Average****0.190****Age Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

**Disparity  
Index****Average****0.000****Disability Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

**Disparity  
Index****Average****0.000**

**\*\*\*\*\* Coast Guard FY06: Junior Enlisted versus Senior Enlisted \*\*\*\*\***

**Racist Behaviors**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.617**

**Organizational Commitment**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.559**

**Work Group Cohesion**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.488**

**Overall EO Climate**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.409**

**Trust in the Organization**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.377**

**Sexual Harassment / Discrimination**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.326**

**Work Group Effectiveness**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.315**



**Job Satisfaction**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)

JUNIOR ENLISTED



SENIOR ENLISTED

HIGHER IS BETTER

**Disparity  
Index****0.306****Average**

3.93

4.15

**Differential Command Behavior toward Minorities**

JUNIOR ENLISTED



SENIOR ENLISTED

HIGHER IS BETTER

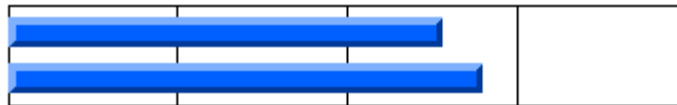
**Disparity  
Index****0.244****Average**

4.67

4.81

**Leadership Cohesion**

JUNIOR ENLISTED



SENIOR ENLISTED

HIGHER IS BETTER

**Disparity  
Index****0.244****Average**

3.56

3.80

**Religious Discrimination**

JUNIOR ENLISTED



SENIOR ENLISTED

HIGHER IS BETTER

**Disparity  
Index****0.203****Average**

4.48

4.61

**Positive EO Behaviors**

JUNIOR ENLISTED



SENIOR ENLISTED

HIGHER IS BETTER

**Disparity  
Index****0.118****Average**

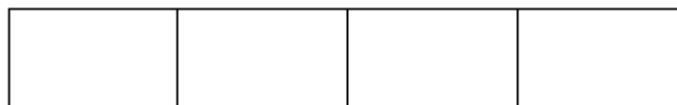
4.10

4.22

**Age Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

JUNIOR ENLISTED



SENIOR ENLISTED

HIGHER IS BETTER

**Disparity  
Index****0.000****Average**

0.00

0.00

**Disability Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

JUNIOR ENLISTED



SENIOR ENLISTED

HIGHER IS BETTER

**Disparity  
Index****0.000****Average**

0.00

0.00

**\*\*\*\*\* Coast Guard FY06: Junior Officer versus Senior Officer \*\*\*\*\***

**Overall EO Climate**

JUNIOR OFFICER  
SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.292**

4.23

4.46

**Work Group Cohesion**

JUNIOR OFFICER  
SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.286**

4.36

4.54

**Organizational Commitment**

JUNIOR OFFICER  
SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index**

**Average**

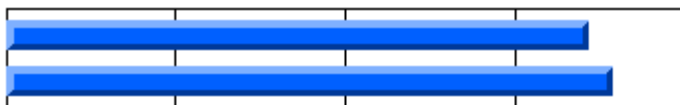
**0.284**

4.23

4.42

**Work Group Effectiveness**

JUNIOR OFFICER  
SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.255**

4.43

4.57

**Racist Behaviors**

JUNIOR OFFICER  
SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index**

**Average**

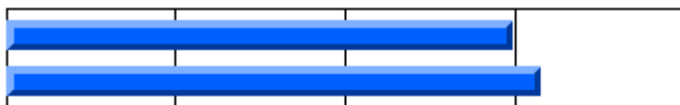
**0.237**

4.13

4.33

**Trust in the Organization**

JUNIOR OFFICER  
SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index**

**Average**

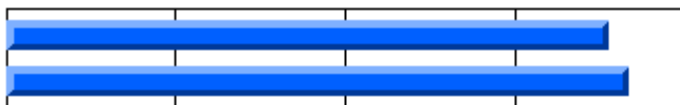
**0.216**

3.99

4.15

**Religious Discrimination**

JUNIOR OFFICER  
SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index**

**Average**

**0.208**

4.56

4.67

**Job Satisfaction**

JUNIOR OFFICER

SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index****0.201****Average**

4.15

4.29

**Leadership Cohesion**

JUNIOR OFFICER

SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index****0.197****Average**

3.88

4.06

**Positive EO Behaviors**

JUNIOR OFFICER

SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index****0.158****Average**

4.32

4.45

**Sexual Harassment / Discrimination**

JUNIOR OFFICER

SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index****0.154****Average**

4.29

4.40

**Differential Command Behavior toward Minorities**

JUNIOR OFFICER

SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index****0.032****Average**

4.81

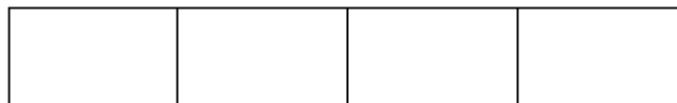
4.82

**Age Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

JUNIOR OFFICER

SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index****0.000****Average**

0.00

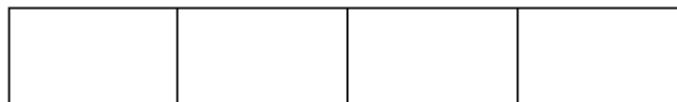
0.00

**Disability Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

JUNIOR OFFICER

SENIOR OFFICER



HIGHER IS BETTER

**Disparity  
Index****0.000****Average**

0.00

0.00

**\*\*\*\*\* Coast Guard FY06: Military versus Civilian \*\*\*\*\***

**Differential Command Behavior toward Minorities**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)

MILITARY  
CIVILIAN



HIGHER IS BETTER

**Disparity  
Index**

**0.387**

**Average**

4.71  
4.44

**Overall EO Climate**

(\*\*\*) POTENTIALLY MEANINGFUL DIFFERENCE (\*\*\*)

MILITARY  
CIVILIAN



HIGHER IS BETTER

**Disparity  
Index**

**0.319**

**Average**

4.02  
3.68

**Positive EO Behaviors**

MILITARY  
CIVILIAN



HIGHER IS BETTER

**Disparity  
Index**

**0.298**

**Average**

4.16  
3.86

**Religious Discrimination**

MILITARY  
CIVILIAN



HIGHER IS BETTER

**Disparity  
Index**

**0.245**

**Average**

4.52  
4.32

**Racist Behaviors**

MILITARY  
CIVILIAN



HIGHER IS BETTER

**Disparity  
Index**

**0.211**

**Average**

3.84  
4.06

**Leadership Cohesion**

MILITARY  
CIVILIAN



HIGHER IS BETTER

**Disparity  
Index**

**0.188**

**Average**

3.66  
3.46

**Work Group Cohesion**

MILITARY  
CIVILIAN



HIGHER IS BETTER

**Disparity  
Index**

**0.114**

**Average**

4.15  
4.04

**Organizational Commitment**

HIGHER IS BETTER

**Disparity  
Index****0.100****Average**

3.91

3.82

**Trust in the Organization**

HIGHER IS BETTER

**Disparity  
Index****0.081****Average**

3.65

3.57

**Work Group Effectiveness**

HIGHER IS BETTER

**Disparity  
Index****0.079****Average**

4.31

4.37

**Sexual Harassment / Discrimination**

HIGHER IS BETTER

**Disparity  
Index****0.047****Average**

4.15

4.11

**Job Satisfaction**

HIGHER IS BETTER

**Disparity  
Index****0.016****Average**

4.01

4.00

**Age Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

**Disparity  
Index****0.000****Average**

0.00

0.00

**Disability Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

**Disparity  
Index****0.000****Average**

0.00

0.00

**\*\*\*\*\* Coast Guard FY06: Junior Civilian versus Senior Civilian \*\*\*\*\***

**Sexual Harassment / Discrimination**

1 - 8  
9 +



HIGHER IS BETTER

**Disparity  
Index**

**0.242**

**Average**

4.26  
4.04

**Racist Behaviors**

1 - 8  
9 +



HIGHER IS BETTER

**Disparity  
Index**

**0.226**

**Average**

4.21  
3.98

**Leadership Cohesion**

1 - 8  
9 +



HIGHER IS BETTER

**Disparity  
Index**

**0.217**

**Average**

3.61  
3.37

**Age Discrimination**

1 - 8  
9 +



HIGHER IS BETTER

**Disparity  
Index**

**0.202**

**Average**

4.06  
3.82

**Trust in the Organization**

1 - 8  
9 +



HIGHER IS BETTER

**Disparity  
Index**

**0.184**

**Average**

3.68  
3.49

**Religious Discrimination**

1 - 8  
9 +



HIGHER IS BETTER

**Disparity  
Index**

**0.170**

**Average**

4.43  
4.28

**Overall EO Climate**

1 - 8  
9 +



HIGHER IS BETTER

**Disparity  
Index**

**0.163**

**Average**

3.78  
3.60

**Work Group Cohesion**

HIGHER IS BETTER

**Disparity  
Index****0.087****Average**

4.12

4.03

**Differential Command Behavior toward Minorities**

HIGHER IS BETTER

**Disparity  
Index****0.086****Average**

4.49

4.42

**Disability Discrimination**

HIGHER IS BETTER

**Disparity  
Index****0.075****Average**

4.34

4.27

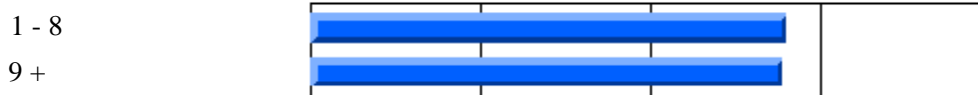
**Positive EO Behaviors**

HIGHER IS BETTER

**Disparity  
Index****0.071****Average**

3.78

3.86

**Organizational Commitment**

HIGHER IS BETTER

**Disparity  
Index****0.029****Average**

3.81

3.78

**Job Satisfaction**

HIGHER IS BETTER

**Disparity  
Index****0.012****Average**

3.99

3.98

**Work Group Effectiveness**

HIGHER IS BETTER

**Disparity  
Index****0.008****Average**

4.39

4.40

**\*\*\*\*\* Coast Guard FY06: Other versus U.S. Military \*\*\*\*\***

**Racist Behaviors**

OTHER  
U.S. MILITARY



HIGHER IS BETTER

**Disparity  
Index**

**0.137**

**Average**

3.75  
3.90

**Overall EO Climate**

OTHER  
U.S. MILITARY



HIGHER IS BETTER

**Disparity  
Index**

**0.106**

**Average**

3.89  
3.99

**Positive EO Behaviors**

OTHER  
U.S. MILITARY



HIGHER IS BETTER

**Disparity  
Index**

**0.104**

**Average**

4.20  
4.10

**Work Group Cohesion**

OTHER  
U.S. MILITARY



HIGHER IS BETTER

**Disparity  
Index**

**0.080**

**Average**

4.08  
4.15

**Trust in the Organization**

OTHER  
U.S. MILITARY



HIGHER IS BETTER

**Disparity  
Index**

**0.071**

**Average**

3.59  
3.65

**Leadership Cohesion**

OTHER  
U.S. MILITARY



HIGHER IS BETTER

**Disparity  
Index**

**0.054**

**Average**

3.68  
3.62

**Organizational Commitment**

OTHER  
U.S. MILITARY



HIGHER IS BETTER

**Disparity  
Index**

**0.050**

**Average**

3.86  
3.91



**Differential Command Behavior toward Minorities**OTHER  
U.S. MILITARY

HIGHER IS BETTER

**Disparity  
Index****0.041****Average**

4.65

4.68

**Work Group Effectiveness**OTHER  
U.S. MILITARY

HIGHER IS BETTER

**Disparity  
Index****0.030****Average**

4.30

4.33

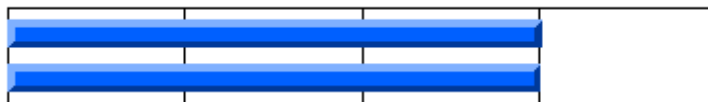
**Religious Discrimination**OTHER  
U.S. MILITARY

HIGHER IS BETTER

**Disparity  
Index****0.006****Average**

4.50

4.49

**Job Satisfaction**OTHER  
U.S. MILITARY

HIGHER IS BETTER

**Disparity  
Index****0.006****Average**

4.01

4.01

**Sexual Harassment / Discrimination**OTHER  
U.S. MILITARY

HIGHER IS BETTER

**Disparity  
Index****0.001****Average**

4.14

4.14

**Age Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

OTHER  
U.S. MILITARY

HIGHER IS BETTER

**Disparity  
Index****0.000****Average**

0.00

0.00

**Disability Discrimination**

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

OTHER  
U.S. MILITARY

HIGHER IS BETTER

**Disparity  
Index****0.000****Average**

0.00

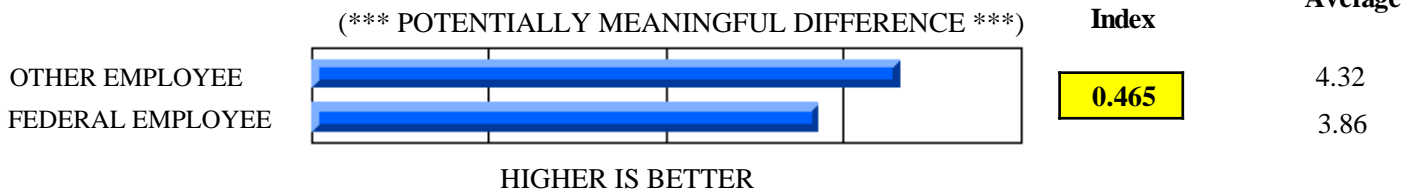
0.00

**\*\*\*\*\* Coast Guard FY06: Other Employee versus Federal Employee \*\*\*\*\***

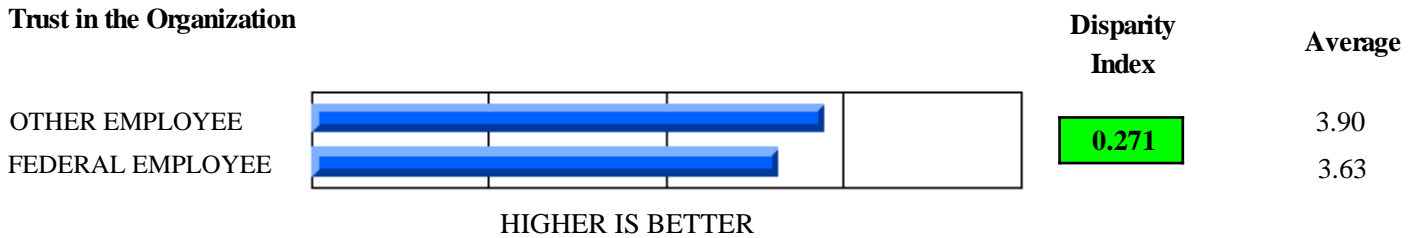
**Age Discrimination**



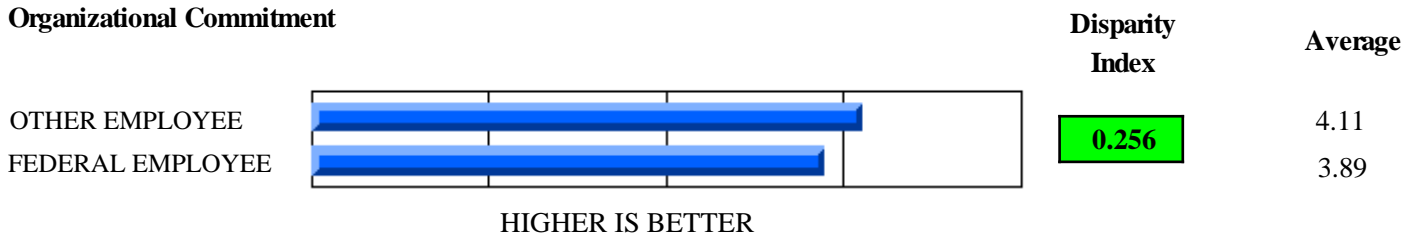
**Racist Behaviors**



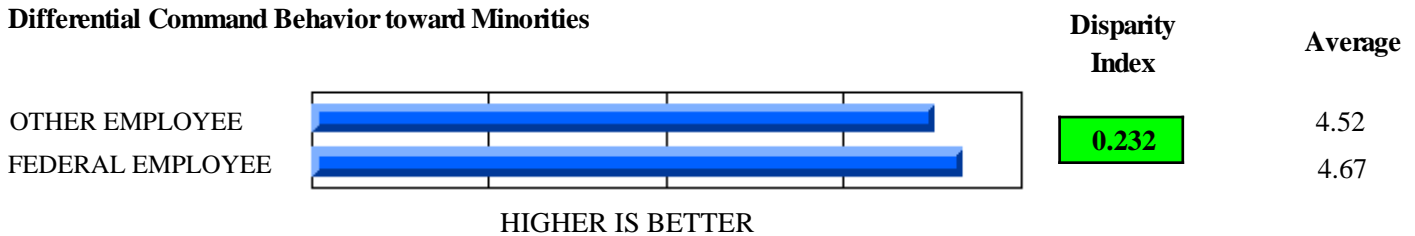
**Trust in the Organization**



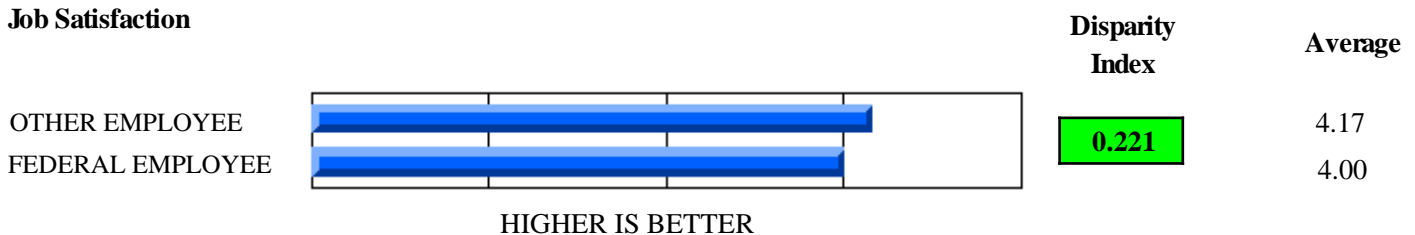
**Organizational Commitment**



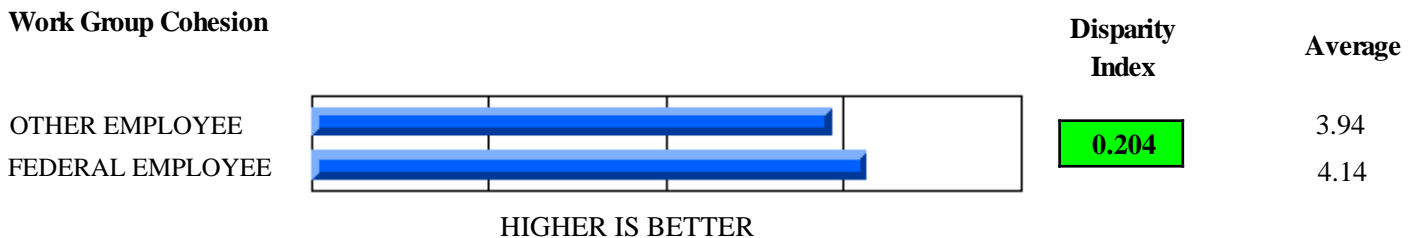
**Differential Command Behavior toward Minorities**

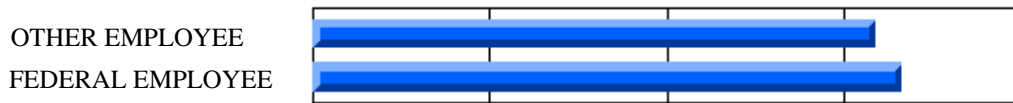


**Job Satisfaction**



**Work Group Cohesion**



**Work Group Effectiveness**

HIGHER IS BETTER

**Disparity  
Index****0.171****Average**

4.18

4.32

**Disability Discrimination**

HIGHER IS BETTER

**Disparity  
Index****0.134****Average**

4.42

4.30

**Leadership Cohesion**

HIGHER IS BETTER

**Disparity  
Index****0.125****Average**

3.76

3.63

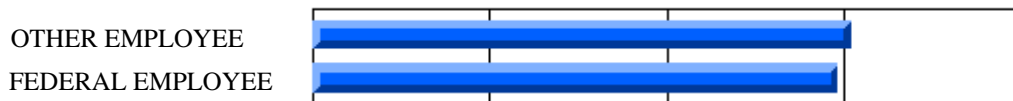
**Sexual Harassment / Discrimination**

HIGHER IS BETTER

**Disparity  
Index****0.124****Average**

4.25

4.14

**Overall EO Climate**

HIGHER IS BETTER

**Disparity  
Index****0.070****Average**

4.04

3.97

**Religious Discrimination**

HIGHER IS BETTER

**Disparity  
Index****0.063****Average**

4.44

4.49

**Positive EO Behaviors**

HIGHER IS BETTER

**Disparity  
Index****0.062****Average**

4.06

4.12

### **III. CONCLUSION**

We hope these guidelines for interpretation are useful to you. DEOMI believes DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we can't provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we're doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/1590; Commercial: (321) 494-2675/1590] or write us at:

**DEOMI/DR  
366 Tuskegee Airmen Drive  
Patrick AFB, FL 32925**

#### **ADDITIONAL INFORMATION TO ASSIST YOU WITH ACTION PLANNING**

Check out our DEOMI web page at <https://www.deomi.org>. From the DEOMI website, select Climate Survey, then access more information to help you understand and use your survey results.

***Thank you for using the DEOCS!***